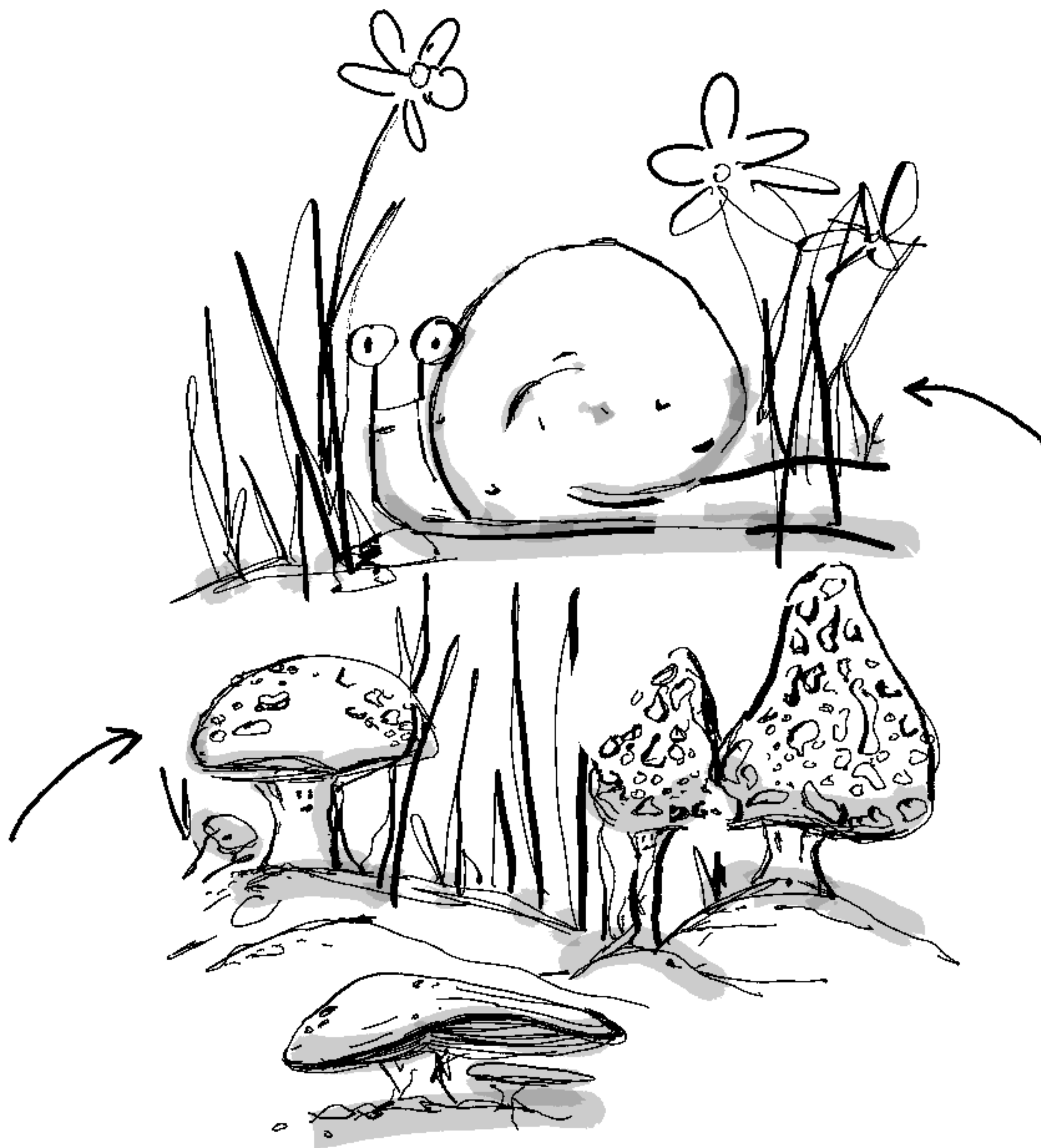


HOW TO NAVIGATE A COMPLEX ORGANIZATION

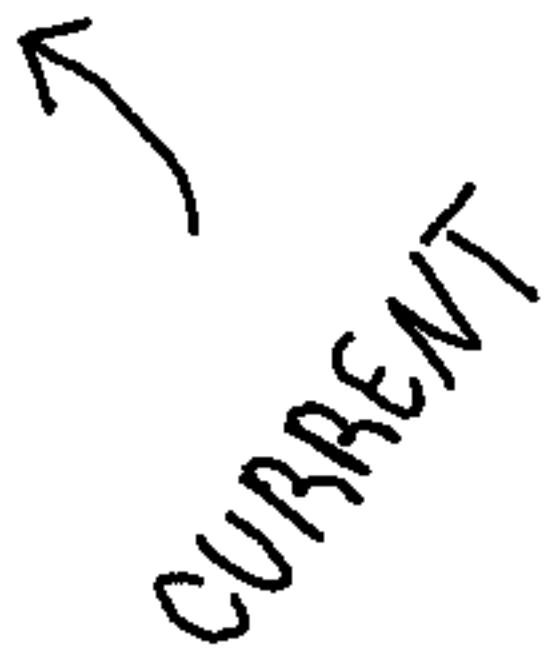
A VISUAL GUIDE

DREN GOLAN



ALEX PRUKS

PREVIOUS NAMES

- 1 HOW TO BUILD
AN ADAPTIVE
ORGANIZATION
 - 2 HOW TO CHANGE
A COMPLEX
ORGANIZATION
 - 3 HOW TO NAVIGATE
A COMPLEX
ORGANIZATION
 - 4 ?
- 
- CURRENT

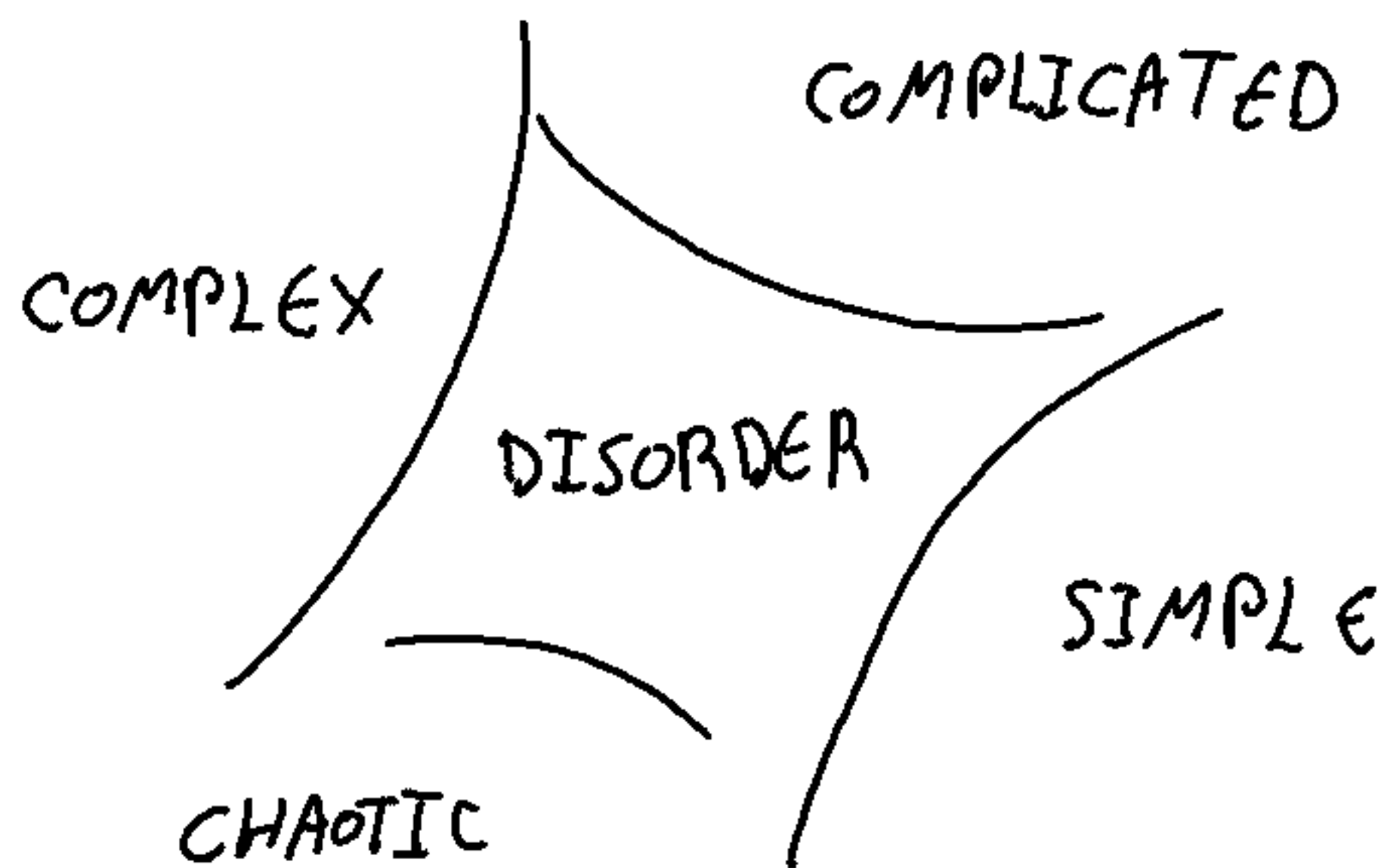
WHAT WILL YOU LEARN?

- HOW TO NAVIGATE UNCERTAINTY USING CYNETIC FRAMEWORK
- UNDERSTAND WHAT A COMPLEX SYSTEM IS
- RECOGNIZE THE LEVERAGES IN A SYSTEM
- RECOGNIZE THE TRAPS IN A SYSTEM AND HOW TO AVOID THEM

CYNEFIN

A FRAMEWORK FOR NAVIGATING
UNCERTAINTY

UNPREDICTABLE WORLD



PREDICTABLE WORLD

DAVE SNOWDEN

Complex

Probe - Sense - Respond

Emergent Practice

Enabling Constraints

↓
A/B
TEST

DISARM
CONFLICT

INCREASE
INNOVATION

LEADING
PEOPLE

PARENTING

Complicated

Sense - Analyse - Respond

Good Practice

Governing Constraints

BUILD CAR

PAY TAXES

Disorder

Chaotic

Act - Sense - Respond

Novel Practice

No effective Constraints

↓
ROLL BACK

FIRE!

PRODUCTION
SERVERS
ARE DOWN

Simple

Sense - Categorise - Respond

Best Practice

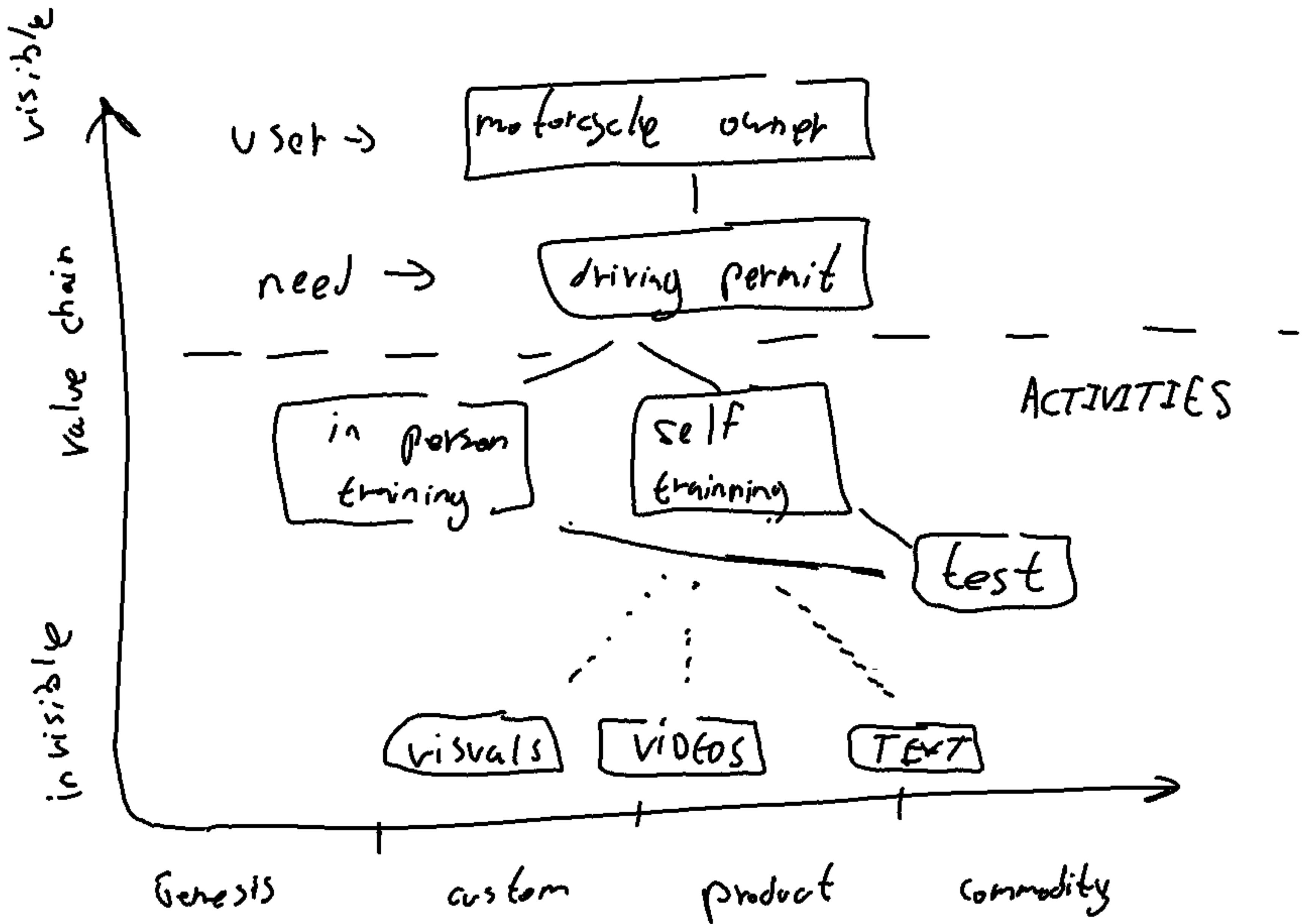
Fixed Constraints

CHECKLIST

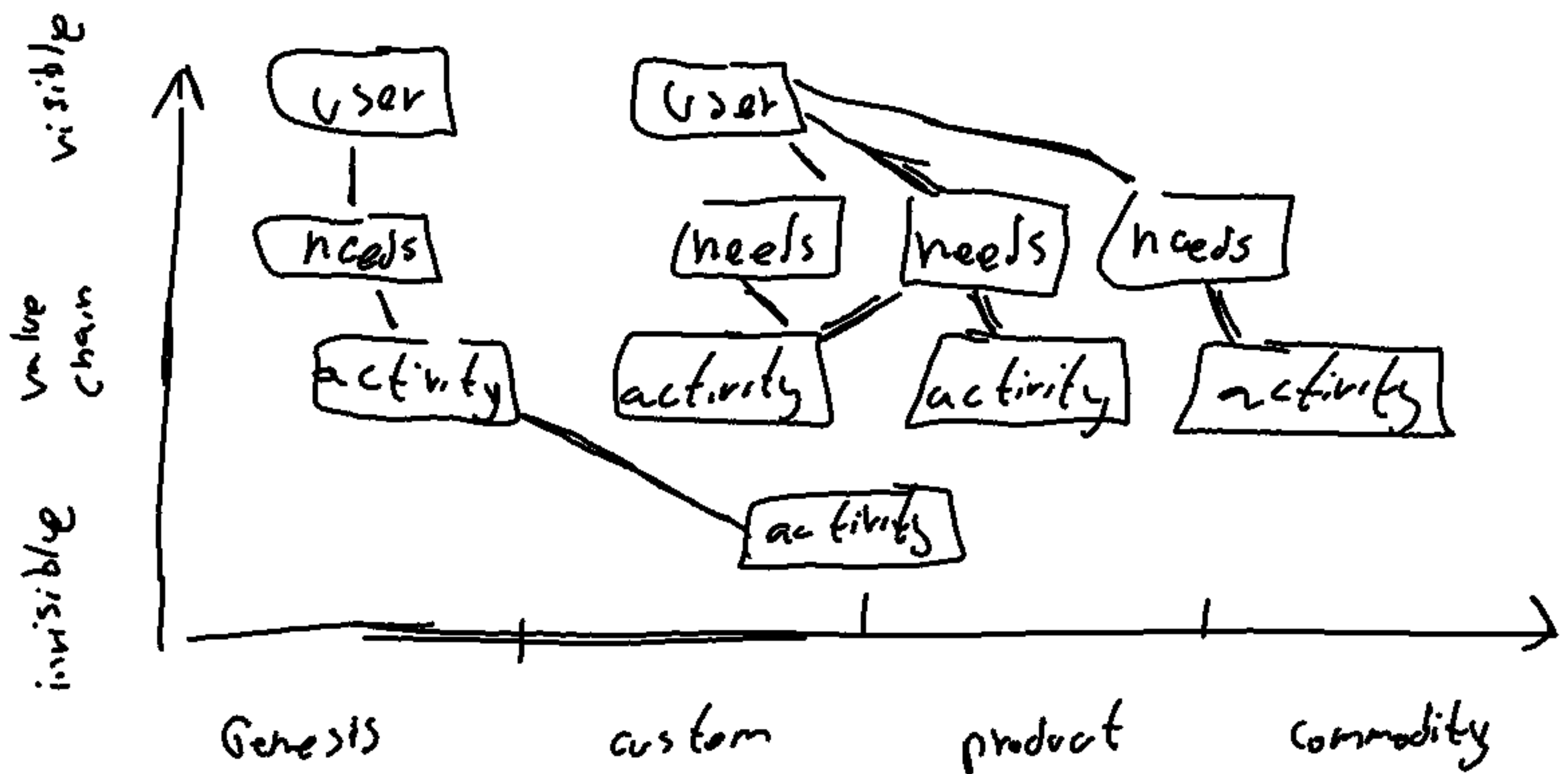
CHARGE
PHONE

WARDLEY MAPS

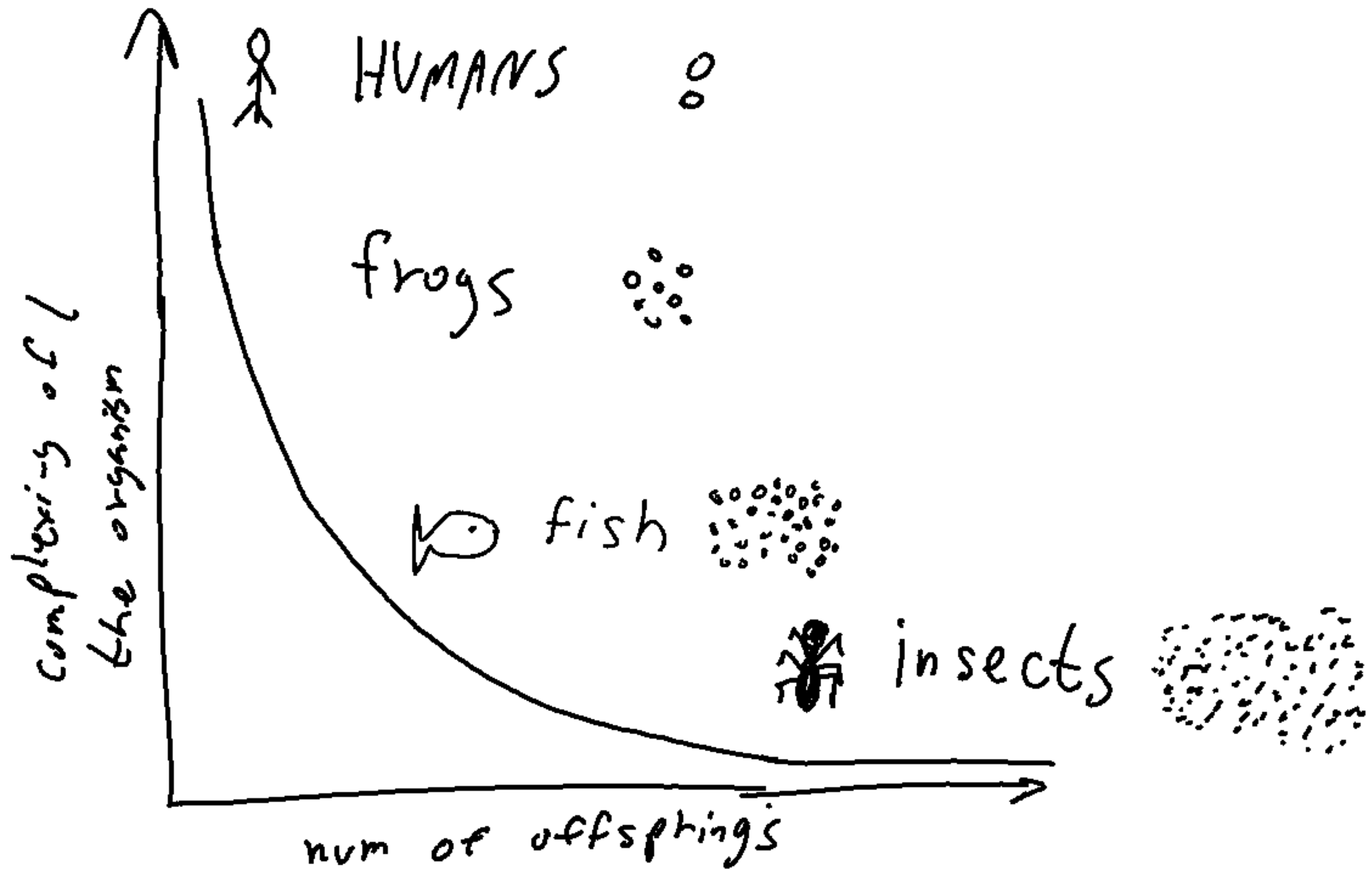
TOPOGRAPHICAL INTELLIGENCE IN BUSINESS



WARDLEY MAPS



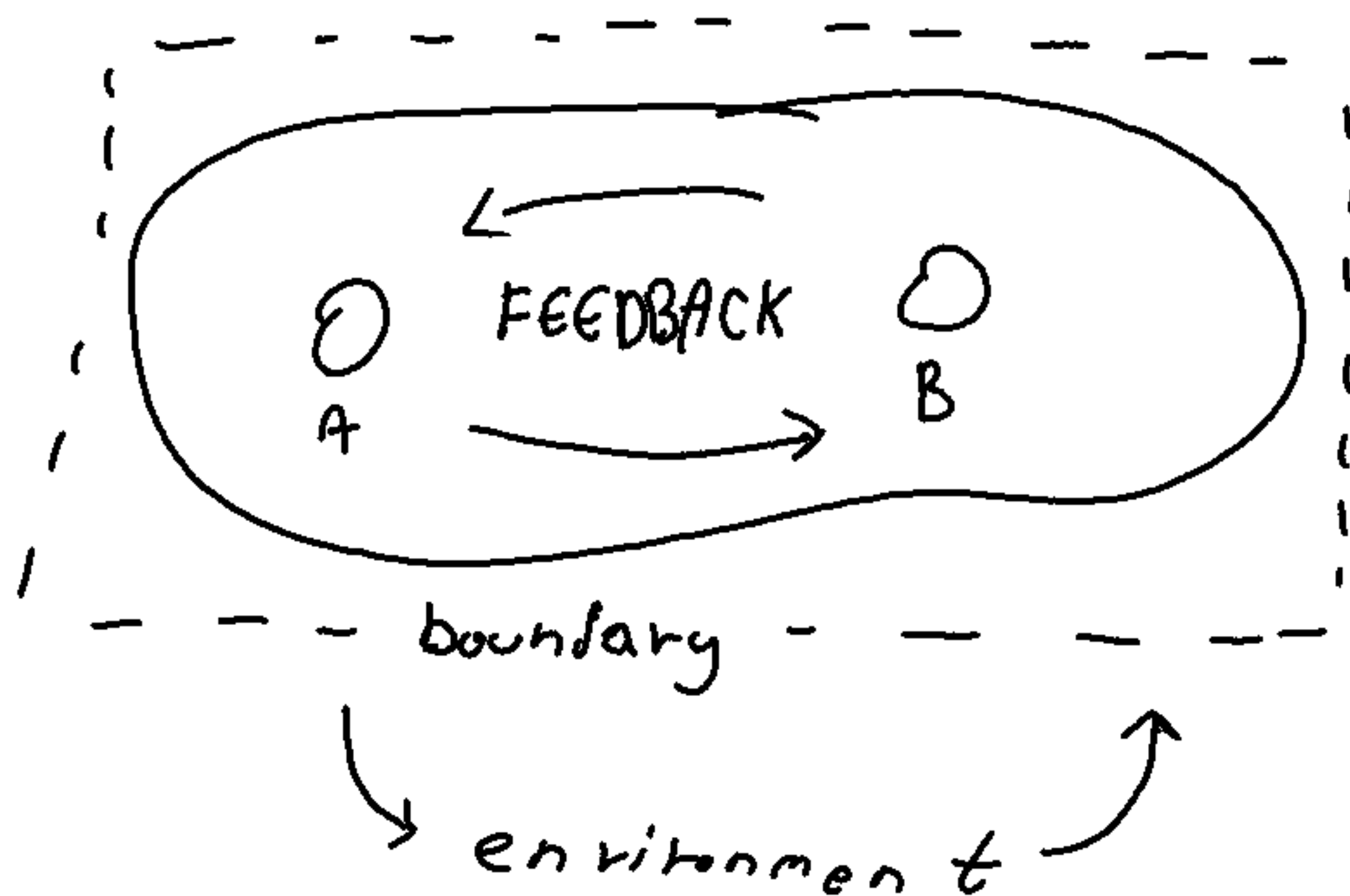
HOW MANY EXPERIMENTS



MAKING THINGS WORK

SYSTEM

"A SET OF THINGS WORKING TOGETHER
AS PART OF A MECHANISM OR AN
INTERCONNECTING NETWORK"



SYSTEM THINKING & MANAGEMENT SCIENCE

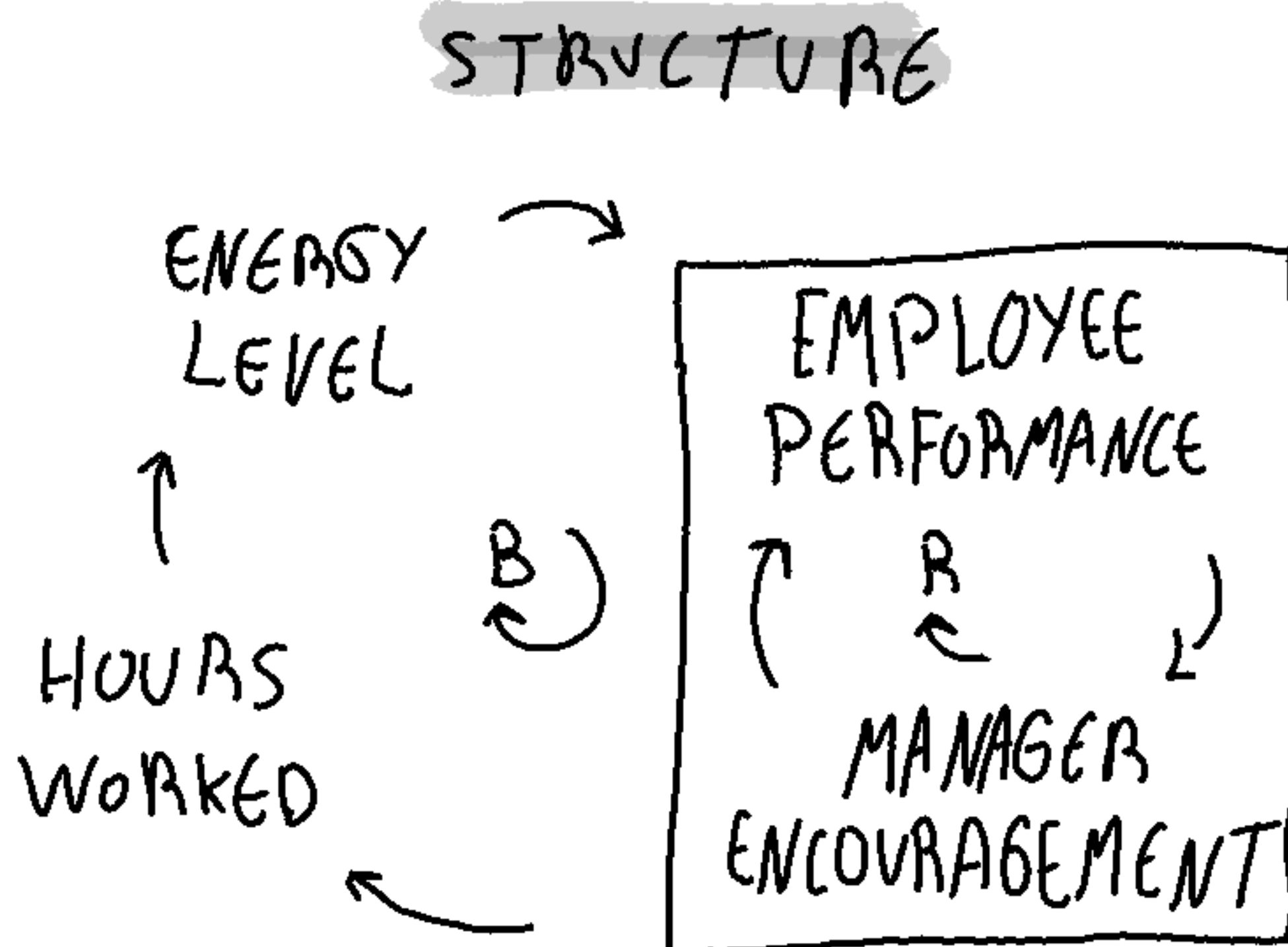
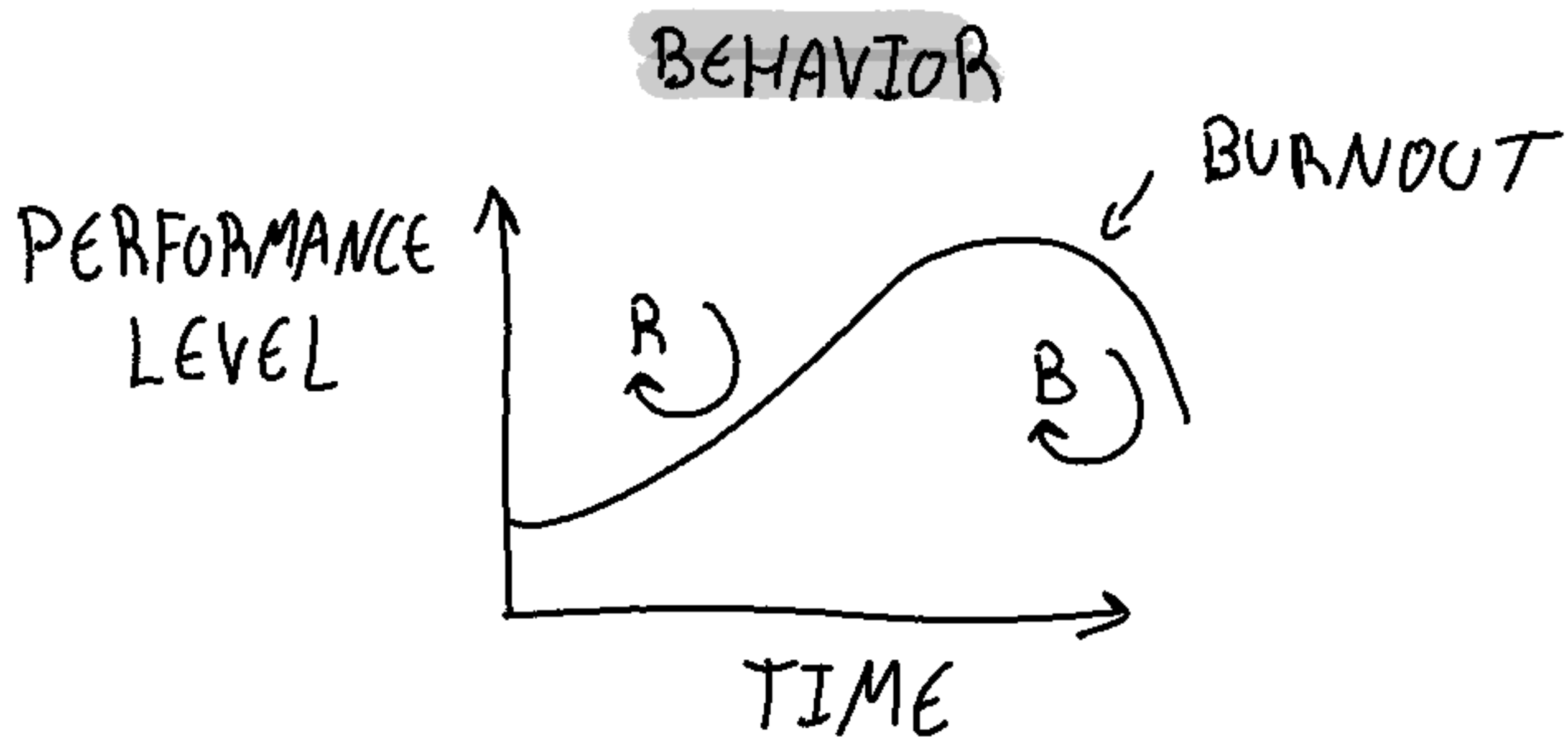
SYSTEM TYPE	PART	WHOLE
MECHANICAL	X	X
LIVING	X	✓
SOCIAL	✓	✓
ENVIRONMENTAL	✓	X

✓ - FREE WILL / AGENCY

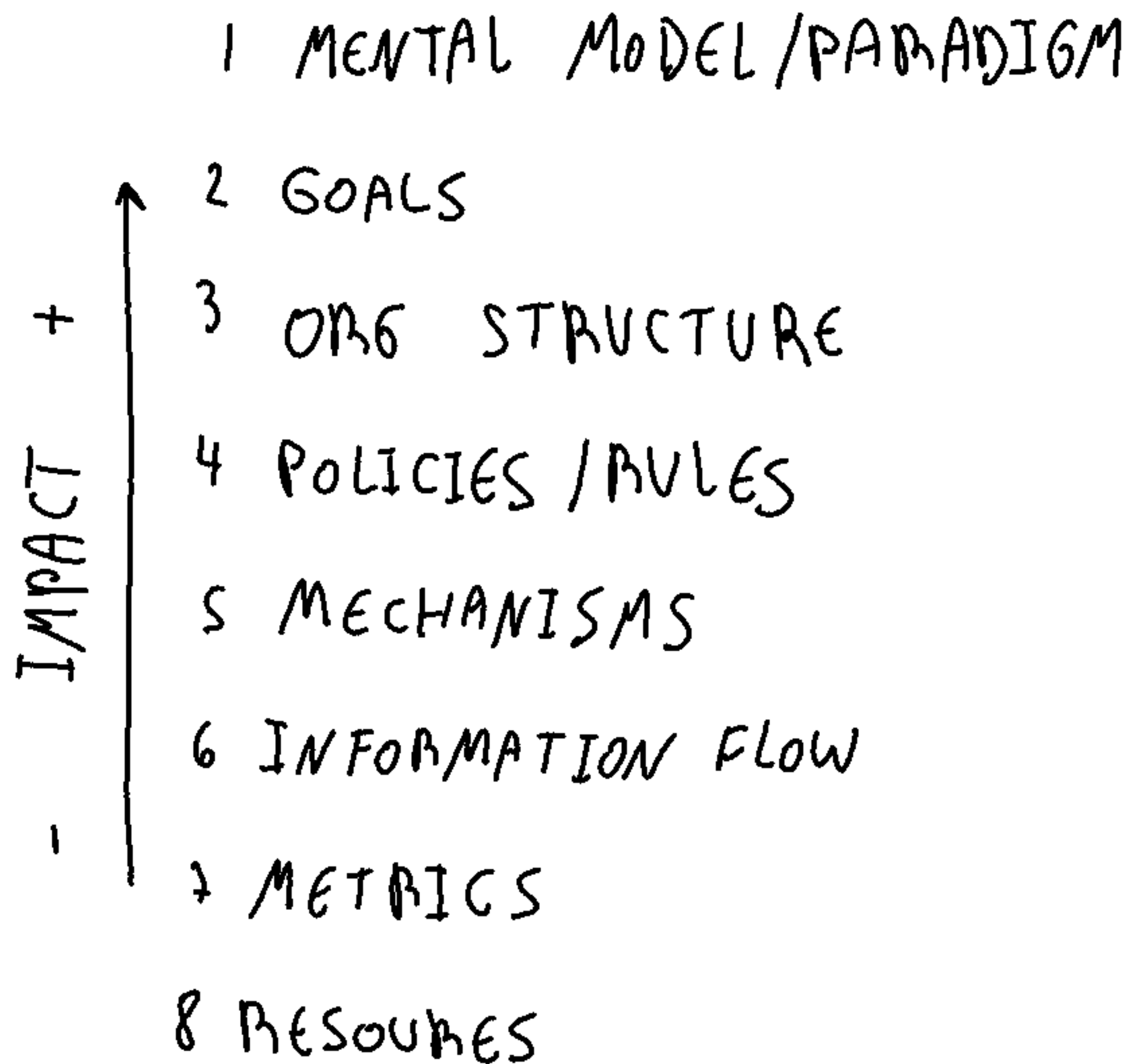
X - NO FREE WILL

RUSSEL L. ACKOFF

FEEDBACK LOOPS



LEVERAGES



THINKING IN SYSTEMS

TRAP 1

POLICY RESISTANCE
(FIXES THAT FAIL)

EXAMPLES:

ROMANIA, WARS ON DRUGS, UNSUPPORTED LIBS

THE WAY OUT:

LET GO, CHANGE GOAL

THINKING IN SYSTEMS

TRAP 2

TRAGEDY OF THE COMMONS

EXAMPLES:

FISH, FOSSIL FUELS, POPULATION GROWTH

THE WAY OUT:

EDUCATE, DIVIDE THE SHARED RESOURCE,

REGULATE THE COMMON

THINKING IN SYSTEMS

TRAP 3

DRIFT TO LOW PERFORMANCE

EXAMPLES:

FALLING MARKET SHARE, DIRTIER AIR, GAINING
FAT IN SPITE OF DIETING

THE WAY OUT:

ADJUST STANDARDS BASED ON BEST
PERFORMANCE

THINKING IN SYSTEMS

TRAP 4

ESCALATION

EXAMPLES:

ARM RACE, ADS CAMPAIGN

THE WAY OUT:

REFUSE TO COMPETE, BUILD A SYSTEM
WITH BALANCING LOOPS TO CONTROL THE
ESCALATION

THINKING IN SYSTEMS

TRAP 5

SUCCESS TO THE SUCCESSFUL

EXAMPLES:

EXTINCTION OF SPECIES, NUMBER OF CAR BRANDS AND NEWSPAPERS

THE WAY OUT:

POLICIES THAT LEVEL THE PLAYING FIELD
(TAX, UNIONS, EQUAL HEALTHCARE & EDUCATION)

THINKING IN SYSTEMS

TRAP 6

ADDICTION

EXAMPLES:

FAMILIES DELEGATING CARE FOR ELDERLY,
RELYING ON VACCINE & MEDICATION

THE WAY OUT:

HELP A SYSTEM TO RESTORE ITS ABILITY
TO SOLVE ITS PROBLEMS, THEN REMOVE YOURSELF

THINKING IN SYSTEMS

TRAP 1

RULE BEATING

EXAMPLES:

SPENDING AT THE END OF THE YEAR, POISON
ENDANGERED SPECIES

THE WAY OUT:

REDESIGN RULES TO TURN THE SELF
ORGANIZATION OF THE SYSTEM IN THE
DIRECTION OF ACHIEVING THE PURPOSE
OF THE RULES

THINKING IN SYSTEMS

TRAP 8

SEEKING THE WRONG GOAL

EXAMPLES:

GDP DOES NOT COUNT FOR WELFARE, EQUITY,
JUSTICE. MEASURING GOOD EDUCATION BY MONEY SPENT

THE WAY OUT:

SET GOALS THAT REFLECT THE REAL WELFARE
OF THE SYSTEM

THINKING IN SYSTEMS

RESOURCES

Books:

THINKING IN SYSTEMS

MAKING THINGS WORK

GOOD STRATEGY BAD STRATEGY

TEAM OF TEAMS

AGENDASHIFT

TURN THE SHIP AROUND

CONNECT: BUILDING EXCEPTIONAL RELATIONSHIPS

NONVIOLENT COMMUNICATION

OTHER:

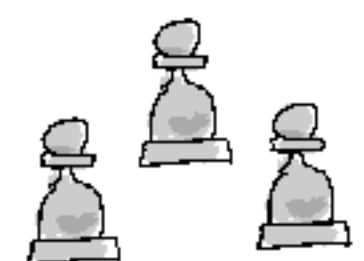
WARDLEY MAPS

CYNEFIN

CLEAN LANGUAGE

OPEN.GITHUB.IO

x chess



✓ gardening

